

# Cameron B. Chiarot

BSc (Hon) | MBA | PhD (Candidate)

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## Health Economist | Epidemiologist | Executive Leader

- Accomplished healthcare executive with over 20 years of experience in strategic planning, financial oversight (P&L, budgets up to \$100M), and leading large-scale organizational transformations in public academic health institutions.
- PhD-level expert specializing in Health Economics, Epidemiology, and Biostatistics, possessing advanced proficiency in quantitative analysis techniques such as interrupted time-series forecasting, regression modelling, and structural equation modelling.
- Specialized in analyzing complex macroeconomic and microeconomic conditions within health systems, as evidenced by doctoral research on the impact of environmental shocks and supply- and demand-side stressors on health service utilization (e.g., maternal and child health) in Western Province, Zambia.
- Proven ability to bridge the gap between executive decision-making and rigorous scientific research to drive evidence-based policy, improve health outcomes, and ensure financial sustainability.

Quantitative Analysis & Modelling	Data Science & Programming	Executive Leadership & Finance
Health Economics	Health Information Systems (e.g., DHIS2)	Strategic Planning & Execution
Epidemiology & Biostatistics	Large-Scale Health Data Analysis	Financial Modelling & Analysis
Time-Series Forecasting	Longitudinal Health Outcome Data	P&L and Budget Management
Predictive Modelling	R and RStudio	Mentorship & Team Development
Interrupted Time-Series Analysis	SAS	Stakeholder Management
Structural Equation Modelling	Python (Basic)	Business & Partnership Development
Advanced Regression Modelling	Large Language Models	Knowledge Translation & Dissemination

## Professional Experience & Achievements

### Doctoral Researcher & Sessional Lecturer

2021 – Present

University of Waterloo & Conestoga College | Waterloo & Kitchener, ON, Canada

- Led doctoral research investigating health system resilience to climate change in Western Province, Zambia. Designed and executed empirical evaluations using advanced statistical methods like interrupted time-series analysis, beta regression, and structural equation modelling. Health outcomes included malaria, antenatal care, and child health.
- Authored and co-authored numerous peer-reviewed publications in leading academic journals concerning health service utilization, an econosyndemic framework, and innovative methodologies for infectious disease surveillance.
- Instructed a graduate-level course, *Health Economics and Public Health* (HLTH 632), for the Master of Public Health program at the University of Waterloo.
- Served as a Part-Time Professor at Conestoga College, teaching undergraduate courses including *Financial Practices for Healthcare Organizations* (FIN8230).

### Founder, CEO & Chairman

2018 – 2021

Waterloo Health Network | Kitchener, ON, Canada

(≈8 Indirect Reports | Pre-Revenue Startup | Seeking \$2.0M Equity Raise)

- Drafted a comprehensive business plan for a not-for-profit organization intended to serve as a modern facility supporting an inclusive regional network. Its goal is to advance healthcare innovation by offering clients unrestricted access to services that facilitate and promote research & development, health-related product innovation, commercialization, and skills-based training.
- Key milestones achieved encompass strategic planning, development of the business model, implementation of hybrid revenue streams, financial analysis, preparation of pro forma financial statements, conduct of environmental scan and

market assessment (including a physician engagement survey), execution of signed Letters of Intent, as well as stakeholder and partnership development, culminating in the assembly of an Advisory Board.

## Founder

2007 – 2010 | 2012 – 2017 | 2018 - 2021

CDG Inc. | Kitchener, ON, Canada

(≈10 Indirect Reports | Canada, United Kingdom, United States)

- Provided consulting services pertaining to the development of business plans, execution of strategies, financial analysis, infrastructure development, and business redesign for healthcare clients across both private and public sectors.
- Key client projects included Elekta and Siemens Healthcare. Managed the application procedures to secure Health Canada approval for innovative new Class III Medical Devices, specifically the Elekta Synergy product and Siemens' C-Arm, achieving approval within six months or less for each. Additionally, led the application processes on behalf of stakeholders to obtain Health Canada approval for Investigational Testing Authorization (ITA).

## Senior Consultant & Executive Director (Contract/Interim)

2017 – 2018

Mississauga Halton Local Health Integration Network | Oakville, ON, Canada

(≈10 Indirect Reports | \$4.6M CapEx | \$3.5M OpEx | Mississauga, Ontario)

- Provided leadership and strategic oversight for the development of the Southwest Mississauga Health Care Hub (SWM HCH), which is comprised of an Integrated Primary Care Health Team and an Integrated Seniors Care Team.
- Responsible for the role of Acting Executive Director in integrating the SWM HCH as a not-for-profit healthcare provider in accordance with the Corporations Act (Ontario) within a three-month timeframe, as well as overseeing the continuous development of a healthcare facility with a capital expenditure of \$5.0 million. Established a Board governance framework, including by-laws and committees, to supervise and confirm the entity's compliance as a registered Health Service Provider in collaboration with the Ministry of Health and Long-Term Care.
- Developed and fostered strategic partnerships in securing a brownfield site, lease negotiations, facilities development, space planning and design, while adhering to best practices. This included the development of operational processes related to governance, finances, human resources, information technology, infection control, risk identification and mitigation, and privacy.

## Chief Innovation Officer & Member of the Executive Team

2013 – 2015

Health Sciences Centre | Winnipeg Regional Health Authority | Winnipeg, MB, Canada

(5 Direct Reports + ≈200 Indirect Reports | \$30M CapEx | \$5M OpEx | \$7M P&L | MB, NU, SK, & ON)

- Led a comprehensive operational and financial analysis to identify growth barriers, resulting in a new business vision and research strategy that fostered a data-driven culture of innovation. A key achievement was the definition and deployment of this new business vision and research strategy within twelve months, cultivating a learning-oriented culture with a focus on research and development (R&D) and innovation, while allocating less than \$100,000 to the strategic planning process.
- Co-developed and implemented a Leadership Development Program aimed at enhancing change management and fostering employee engagement, comprising a comprehensive four-day training curriculum featuring full-day workshops and computer simulations. A notable accomplishment includes training over 250 organizational leaders within six months through the utilization of advanced software and technological tools.
- Engaged a consultant to collaboratively develop the two-day "Lean 101" training program, aimed at instructing and involving Emergency Room (ER) personnel in lean and Six Sigma process improvement initiatives to achieve new, ambitious discharge objectives. Key accomplishments include the enhancement of the Adult Emergency Department within nine months: decreasing patient wait times by 270 days, increasing bed turnover rate by 35% to 44% (exceeding the 30% goal), and reducing total bed variation time by 35% to 48%, resulting in a cost savings of \$166,000 in labor expenses.
- Performed an economic analysis and formulated a business model for the production of medical-grade isotopes, projecting additional revenue of \$1.7 million to \$2 million through the optimization of existing production capacity, which is currently utilized at 50%.
- Collaborated with philanthropists and the Health Sciences Centre Foundation to secure capital for research and development initiatives. Presented a comprehensive business plan and funding rationale, which successfully resulted in the acquisition of \$5 million from a major donor.
- Managed the execution of multiple large-scale capital expenditure projects, including new infrastructure development and capital equipment initiatives exceeding \$5 million annually. Notable projects included the completion of the Kleysen Institute for Advanced Medicine, a five-floor construction with costs ranging from \$10 million to \$20 million per floor, and the \$10 million capital investment in the Varian Edge, a radiotherapy diagnostic device.

**Associate Director – Strategy, Operations, Finance & Ex Officio**

2012

Hotchkiss Brain Institute | University of Calgary | Calgary, AB, Canada)

(5 Direct Reports + ≈100 Indirect Reports | \$100M CapEx | \$10M OpEx | \$1M S&amp;D)

- Standardized the financial infrastructure during rapid growth to improve financial reporting of cash flow, revenue, investments, and a \$70 million budget, with existing funds spread across approximately 50 undocumented accounts. Preserved \$100 million in operating capital achieved through standardized KPIs, review of legal agreements and staffing, and new financial models, including a forecasted \$1 million cost recovery for a single business unit.
- Led a diverse team responsible for completing the design phase of a prominent \$6 million public Research and Development facility. Managed the administration, operational, and financial responsibilities of the organization, including financial forecasting and modelling, strategic planning and execution, budget management, and report preparation.

**Senior Manager – Strategy, Operations & Asset Management**

2010 – 2012

CML Healthcare Inc. | Mississauga, ON, Canada

(2 Direct Reports + ≈30 Indirect Reports | \$35M CapEx | \$20M OpEx (ON, BC, AB, &amp; MB, Canada)

- Appointed to implement the board's strategic initiative, a \$35 million nationwide real estate refurbishment, consolidation, and rebranding of over 300 medical clinics as the business expanded through acquisitions, leading a team of twenty personnel.
- Addressed significant inefficiencies in leasing arrangements resulting from unprecedented growth by establishing the initial standardized facility management program, which encompasses formal policies, procedures, and key performance indicators. Analyzed a lease portfolio covering 500,000 square feet to identify opportunities for cost savings; subsequently, led negotiations for 107 agreements, achieving a 35% reduction in rental expenses and an estimated annual savings of \$1.5 million.

**Senior Manager – Strategy, Operations, R&D**

2002 – 2007

University Health Network | Toronto, ON, Canada

(30 Direct Reports + ≈50 Indirect Reports | \$40M CapEx | \$2M OpEx)

- Contributed to the development of two major infrastructure initiatives with a combined budget of \$40 million: the 2,000-square-foot Image-Guided Therapy Group and the 17,000-square-foot STTARR Innovation Centre, which are integral components of a new research and development, as well as a clinical department. Achieved cost reductions amounting to \$25 million in working capital through infrastructure grants, and procured a \$2.3 million decrease in capital equipment costs via in-kind contributions from industry partners.

**Education & Additional Training****Doctor of Philosophy (PhD), Health Economics, Epidemiology & Biostatistics**

School of Public Health Sciences, University of Waterloo (Waterloo, ON, Canada)

*Expected 2025***Master of Business Administration (MBA), With Distinction**

Schulich School of Business, York University (Toronto, ON, Canada)

2017

**Executive Leadership Management Program**

Rotman School of Management, University of Toronto (Toronto, ON, Canada)

2007

**Management Program (Certificate)**

University Health Network (Toronto, ON, Canada)

2003

**Honors Bachelor of Science (BSc), Psychology & Neuroscience**

University of Western Ontario (London, ON, Canada)

2000

**Community Involvement****Executive Volunteer** – Health Sciences Centre Winnipeg (Winnipeg, MB, Canada)

2012 – 2015

**Founder & CEO** – The Chiarot Foundation (Toronto, ON, Canada)

2005 – 2013

**Board of Directors** – The Mississauga Food Bank (Mississauga, ON, Canada)

2009 – 2010

**Volunteer** – Cystic Fibrosis Canada (Toronto, ON, Canada)

2000 – 2004

**Volunteer** – Let's Talk Science (London, ON, Canada)

1999 – 2000